



# Blue Collar Roofing Business Runs Like Fortune 500 Corporation.

## Vistage Took McEnany Roofing to the Next Level.

**Tampa's McEnany Roofing, Inc.** was a thriving, eight-year-old business when Vistage Florida Chair Jerry Boyle came to talk to Mike McEnany about joining the organization for chief executives. "I had great employees, but I needed an outside source with extensive business experience, said McEnany. "When you are a CEO, you're by yourself. It's nice to have objective,

knowledgeable peers who are genuinely concerned about you and your business. Vistage provided that."

### Just One Question

"We primarily did commercial re-roofing with some repairs and maintenance on the side," McEnany said. "During a one-on-one, Jerry asked what our margin was on repairs and maintenance. I had no idea; we considered repairs a necessary evil, just a service we had to offer to existing customers."

That one question revolutionized McEnany Roofing's business. In investigating the answer, McEnany discovered that the margin on repairs was much greater than the margin on re-roofing, but repairs represented only one-fifth of his business. "Jerry said that if I made a conscious effort to increase repairs from \$1 million to \$2 million, our profitability would double. So I did and it did."

McEnany Roofing began marketing its repair and maintenance business and created an incentive program – not only for the sales people – but for the repair men themselves. The company gave people control of their own destiny along with a percentage of the profits. "Basically they run their own businesses within this business," McEnany explained. "They have their own trucks, men and equipment and put the teams where they want them. A nice percentage of the profit goes to the guys in the field and everyone has a stake in it. They don't want to do poorly. We converted a 'necessary evil' into a major asset."

### Higher Level

Focusing on quality was another great move Vistage brought to McEnany Roofing. At the urging of his Vistage group, McEnany instituted monthly TQM (Total Quality Management) meetings with key personnel, which give everybody a voice and forum to discuss responsibilities in front of a group of their peers. "It gets everyone involved," McEnany explained. "We're in a blue collar industry, but you can run it like a Fortune 500 company – just on a smaller scale. Vistage exposed me to a higher level of business."

Vistage has also helped take the company to a higher level financially. Since joining Vistage in 1994, Mike McEnany has seen the company's annual revenues grow from \$5 million to \$12 million and its employee base to 100. Plus, the company picked up some prestigious clients, like Walt Disney World, and opened a second office in Auburndale, Fla. to manage its work.

**Vistage (TEC Florida's new name), formed in 1957 as The Executive Committee, is an international organization dedicated to increasing the effectiveness and enhancing the lives of Chief Executives. There are more than 15,000 members internationally and 70 Vistage groups in Florida, where Chief Executives meet in groups of 12 to 17 to give and receive feedback on business challenges and opportunities, share collective intellect and experience, and hear from outside experts.**

**Research shows that companies grow 2½ times faster after their CEO joins Vistage.**

**For more information call Vistage Florida at 800-733-4832 or visit [www.vistageflorida.com](http://www.vistageflorida.com).**



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**MIKE MCENANY**